

# People, management and social responsibility

The team: the main asset of any responsible management

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**Abstract**— from the moment we enter a large office building until we leave it, we receive a lot of attentions served by the management of services to the user. However, it is usually quite inappreciable the work that is being developed to keep things running smoothly.

The services provided in a building are carried out by people. However, we often tend to forget these people when we talk about the tasks that make that a building operates properly 24 hours a day, 365 days a year.

The present study analyzes the team management. The team likes the main asset of any management. Because, for example, two case: what would happen if one day the service provided by the reception in a large building did not function as it should? What would it be like if one day the person performing the service of maintenance of the building's cleaning were not at his post? The facilities manager is the last responsible of building management.

People are the foundation of the proper functioning of a building. The work of the facilities manager is the management of their functions: the responsible management of the team. He is a very suitable profile for relational tasks among different actors involved in the development of a building, a space, a city.

This research work is based on the study of existing level of increasing sensitivity about Social Responsibility within Facility Management's sector in Spain. The objective is to know the current implication that Social Responsibility has over Facility Management.

**Keywords:** *people; team; facilities manager; facility management and social responsibility.*

## I. INTRODUCTION

It comes difficult to define a profession that emerges due to the need of adapting working spaces to new organization's trends, productivity improvements and new technologies, which have kept changing and making easier the way that we work during the last decades. Defining an invisible profession results much more complicated than that, because everything is fine when everything works in a building, or in an asset, properly.

Hence, there is the difficulty of its definition. What it is not seen, it is not worth.

Today everything is associated to cost and profitability. In the hard task of developing a building project, a lot of issues, that participate, must be perfectly organized. Architects design and gather/put together in the project: the past (experience), the present (trends) and the future (durability).

In that moment, considering the future of the building, e. g. its perdurability, Life Cycle turn as the key point of the design. This issue makes LCC a good idea to have into account since the very first draft of the project.

A great number of conditioner factors exist in order to the building resist through time. Starting from a suitable use and the level of activity, passing through different characteristics it may have, and ending daily maintenance responsible. That

invisible profession, that discipline, is known as Facility Management.

In order a company can develop his core business/primary activities; facilities managers must operate the second largest company budget/cost centre. Being the first centre cost if we considerer human resources' costs included (salaries, incentives...)

Among 70-80% building costs are produced along its operative life: durability.

Technology ease management, but people are who manage and carry out this durability, within different levels: strategic, tactic and operational.

In a world of continuing competence, where innovation is the uniform for the battle, facilities manager's added value is provided managing company's real estate with responsibility criteria. Their distinguishing element: their brand, their reputation.

This research work is structured on the team management ability: human's resources, the technical's management, services level agreement, key performance indicator, and their different monitoring.

## II. CONTINUOUS IMPROVEMENT OF THE BUSINESS PROCESSES

Facilities managers (hereinafter FM's) are aware that "everything communicates": Communication is in each one of the services provided in a building, in an activity.

This is reflected in the core principles that guide the behavior of the entire organization: compliance with laws and regulations, integrity, loyalty, honesty and respect to others. This discipline is contained in the Code of Ethics of the Company and is fully coincident with the discipline of FM.

Commitments begin by applying the values of the company leading the service. Whatever these values are, they are related to the various existing policies on health and safety, quality and environment in their business and in their relationship with their customers and partners [1], [2]. For example, the development process for the implementation of the values in a service could be staged as follows:

- Each person in charge of the contract works with the methodology that derives from the experience of these values.
- For this purpose, and within their radius of action, the FM's act in a transparent and planned way, creating fully accessible records, etc.
- This attitude is what generates the continuous example that must be transferred to the staff allotted to the building.

Furthermore, you can make a continuous communication program based on direct information: delivery of documentation when issuing the contract, information boards in the spaces assigned to the staff, letters annexed to the payroll, briefings, etc.

To ensure continuous improvement of the business processes, the company's Facility Management (FM hereinafter) [3] have two associated principles with the service contract: the staff qualification (versatility and training for service) and the transparency in communications.

These two principles involve all personnel concerned with the contract, both from the client and from the company's FM, providing services: staff, officers, managers, support departments, etc. They must seek continuous improvement in their activity:

- The company's FM will launch the service according to the contract's agreements and those premises established in the various regular meetings during the transition / start period.
- Periodic reviews of daily work and record (historical) of them.
- Enhancing maintenance processes: promoting predictive maintenance, reducing corrective maintenance, intelligent management of stock, multi-skilled staff, lowering absenteeism, etc. [4], [5].

We can improve the level of service and as a result to get continuous improvement. The continuous improvement plan

proposed is based on the well known Deming Cycle (PDCA: plan-do-check-adjust) [6]:

- To plan. What to do and how you do it. Establish the objectives and processes necessary to deliver results in accordance with the expected output.
- To do. Implement the plan, supported by the management tools. Execute the processes.
- To check. Improvement actions have been taken according to planning. Once the foreseen time is over, charting control data and analyze them to assess if the expected improvement has been achieved: audit the checking and the performance indicators.
- To adjust. How to improve next time. Documenting the cycle and standardization of processes. Applying new improvements, if detected in the previous stage.

Today, the computer appliances developed are the key for a better management of services. Thanks to their performances the management, correction of deviations and improvement of each service are better adapted to the needs of the end customer.

After completing the startup process, the services levels of the contract are known. Through the continuous improvement methodology, the FM's Company may: optimize processes' safety and productivity; reduce environmental impact; develop specific solutions; communicate properly, etc.

If the service has been completed successfully, you always tend to improve and consequently to innovate [7].

From this moment on, innovation will always take part to reach the goal. The diffusion of these issues through a two-way/transversal communication strengthens new technologies and innovation. To do this, transparency between the client and the FM Company should be complete.

Apart from the periodic check of the service, the FM's usually carry out measures of the customer's satisfaction levels associated with the KPI's (key performance indicator) from the SLA's (service level agreements) set for the completion of the service [3], [4], [5]:

- Level 1 and 2. These measures are made by the own work center at random intervals, measuring indicators. We will obtain information from the site and our resources and we will obtain information among the sites of the contract.
- Level 3. These measures will be carried out by the support team (e.g. the Quality Department) with support from the FM itself. With an annual basis, they will obtain the key performance indicators. We will obtain information for a continuous improvement and benchmarking.

The drawn conclusions should be communicated to the customer. All the corresponding corrective actions that we decide to apply to solve any identified need, will follow the procedure of incidents. Thus the level of service based on continuous improvement can be managed and increased.

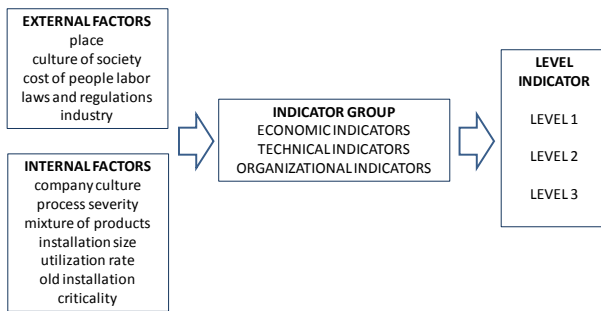


Figure 1. Source: EN 15341:2007. Factors influencing the maintenance and KPIs maintenance. Design of the Author (Montserrat Castellanos Moreno).

Other regular checks of the services they directly are oriented with the maintenance. This exercise is studied about the specifications EN 15341:2007. (Maintenance Key performance Indicators - KPI's-). When we are used KPI's, we can forget of the internal and external factors. Probably, they can change the final conclusions if we aren't contemplated correctly.

### III. WORKFORCE MANAGEMENT

One of the basis on which rests a FM service is the workforce: the team. That is, the working team including each one of the existing levels within it. Therefore, once this team is established, the priority is to keep it uniform [8].

Among other things and to maintain a uniform workforce, the work planning sheets must be managed daily: they must be reviewed and each and every one of the activities gathered on them must be checked so they are carried out under the criteria arranged in the service levels [2].

Every person with responsibility in the managing of the service must pay special attention to the optimization of all the resources at hand when designing the working planning sheets and the scheduled tasks. Doing so, the availability of the working force can develop the following activities:

- Foreseen: training, licenses, etc. These activities must be scheduled with enough time (as established in the various service agreements – or workers status if there weren't any) to make optimal planning working sheets.
- Unforeseen: temporary disability, absenteeism, etc. In this case the interlocutor of the affected service will inform the FM who will contemplate a fixed-term position to solve the issue with flexibility.

With the help of some of the FM support departments, a record of all incidents associated with the regular staff will be planned: paid leaves, unpaid leaves, licenses, bag of hours, balances, salaries, compensation, etc. Thus, and in order to have a continuous improvement, in the medium term, we will be able to manage this historic to better understand the extent of the existing absenteeism, to propose multipurpose / multidisciplinary teams, to obtain advantages in the workforce management and consequently to optimize the service.

Among the activities to be carried out when a service is launched- service-startup-, you must perform a detailed study of regular staff, whether it is surrogated or newly created.

This is a key indicator of the success for any service to be done. The following two aspects must be checked: skills, (category, works performed level of responsiveness, teamwork...) and attitudes (motivation, attachment, resistance to change, responsiveness...)

Once these two aspects have been analyzed and their origins considered, special attention should be paid to manage and control absenteeism from the very beginning.

Besides and basing us on the historical record created, any aspect detected will be corrected and improved continuously [9]. For example slowness: sick leave periods coincident with holidays of with special days such as special weather, celebrations, etc.

#### A. A well-trained workforce

The qualification of a team, i.e. its capacity of executing a certain activity or profession, is based not only on the training their members have received but also in the experience, skills and personal qualities. The technical skills and professional formation must be combined with the personal values of every member of the team. The FM, well aware of this aspect, should look for a qualified staff - the working team - through the Facility Services companies considering:

- Polyvalence. That team that values polyvalence gets more results. The service levels forma a polyvalent team are higher since the capacity of the workforce makes easier a continuous service improvement. It is about the will of the members of team and their interest to have a deeper knowledge of the contract nature. This fosters synergies and optimizes them.
- Training for service. A team must have the "know-how" (technical skills), the "poise" (personal skills) and especially the "knowledge report" (transversal skills). This is essential to can get the expected service levels: resolution, response and attention

To have the guarantee of success of the above-mentioned issues you should consider the selection of profiles. Based on the criteria previously established by the FM, the needs existing at the moment will be prioritized and the most suitable profiles and the ones nearer to the scope to be performed will be defined (soft services, hard services, support services, etc.)

Periodically the structure of the working team itself and our own team should be reviewed to improve them, and if none, we should make a proposal [10].

#### B. Selection of profiles

In Spain, in terms of recruitment, we must consider the existing cases for certain Facility Services that are not newly created. Such are the cases of cleaning, gardening and a few more to which the provincial and national rules establish the obligation of subrogation. For these cases, where the team is already defined and implemented for some services, the FM management with the Facility Services Company is the only and best asset.

However, for those jobs of new creation, selection is the first step to consider when creating a team. New staff will be recruited when the staff needs require so. In these cases and as per the spanish legislation, recruitment will be carried out according to the desired contract duration:

- Temporary contracts. These are those that are accomplished to fill vacancies caused by licensing, IT, etc. or due to production circumstances where the staff is hired with a start-end date associated with a particular service.
- Permanent contracts. These are those that are made to cover vacancies, strategic positions, etc.

The profile for each of the positions must be defined by the competencies to be developed in their job, as well as, by the definition of the job itself (shifts, studies, certificates, experience, additional knowledge, skills...) by the criteria established in the Department of Human Resources for recruitment through (head hunters, job boards, referenced, etc, and also through interview processes and their levels).

Once the staff has been selected and hired, there is a period of learning for the newly incorporated one that in most cases is minimal because of the rush to fill the positions of each service.

It is fundamental for the proper management of the service, to do monthly personnel reports. These reports will always keep our customer informed about any staff changes and of the reasons that might have caused them.

### C. Multiskill policies

From the start of any service/contract, the FM has well-defined the objectives of that service. To reach them, one often takes advantage of existing synergies and optimizes the team's work. To do this, one will work on:

- Training. The entire staff will take part of the training plan to improve their skills and thereby increase their skills.
- Practice in the workplace. Those people with attitudes (known previously) may practice in areas other than those they usually work under. Thus, they can gain "active" experience in their workplace [11], [12].
- Planning. It is important to manage twins / back-up staff. This is about associating people with similar characteristics that might exchange their jobs. These people will never work in the same team will never be in the same area working distribution sheet. This kind of personnel will increase the success level of the management service thanks to their knowledge.

All of these actions results in the continuous optimization of the workforce.

### D. The change management, the base of development

Every staff member assigned to the contract (whether he belongs to the surrogate staff or to other services), regardless of

the tasks he has to develop, must have experience in the FM's philosophy / discipline.

The various service managers involved in a contract, mainly the FM manager, will be aware of the necessary management of change to achieve success in this discipline. Depending on the scope, the following stages can be performed:

- Training. First, the different objectives for each one of the working teams will be established. All these objectives will be united to their daily tasks while they keep up their routine: priorities, measurement criteria and levels of achievement. That is, training will form part of their working day, without hindering the maintenance activity [13].
- Developing. A strategy of innovation and change along with the training results obtained will be created.
- Motivating. Often, the best motivation is the enhancement in the objectives. One of the most striking factors corresponds to the phase of organizational change. Getting results will maintain the improving of the service of the various entrenched processes: performance evaluation, reporting, continuous improvement, flexible processes, etc. [14].
- Maintaining and consolidating the processes of change. The previous stages can promote resistance from some members of the staff. This happens in many cases by a lack of interest during implementation, lack of information, etc. After correcting these issues, consolidating the process of change must be maintained. .

We always believe that continuous improvement is based on transparency, long-term cooperation and trust between client and FM's Company. That is why it might appear impossible to consolidate all the above mentioned when a team member causes disruptiveness. In these cases, and agreed with all the established people in charge of this purpose, there would be the possibility of opening disciplinary proceedings and if the

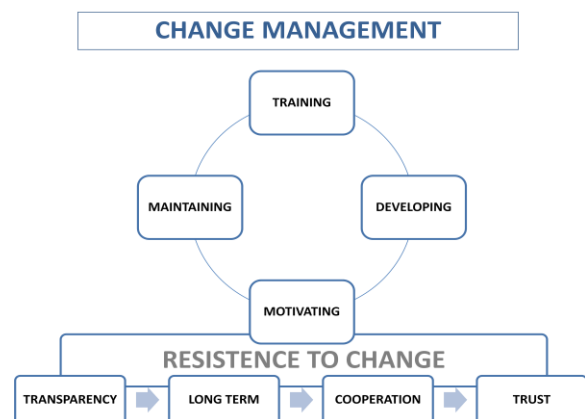


Figure 2. The change management. The base of development. Desing of Author (Montserrat Castellanos Moreno).



need arises, applying the penalty system to a greater degree.

#### IV. RESPONSABILITY SOCIAL

As with the Facility Management discipline, Social Responsibility within business is poorly implemented. The reasons are pretty even: their voluntary nature, many definitions and criteria, apparent lack of need, etc. In many cases, Social Responsibility is considered a fashion requirement to gain competitive advantage. Social Responsibility covers many areas related, directly or indirectly, with the company.

To know the origin of Social Responsibility we must go back to two existing movements in the nineteenth century. It can be highlighted the Quaker George Cadbury [15], cocoa businessman, who believed that if he protected his employees they would also protect his company much better. We can also highlight Robert Owen [16], utopian socialist and considered the creator of the cooperative, who introduced welfare measures, previously unknown.

The World Business Council for Sustainable Development (WBCSD), without trying to make an official definition, defines social responsibility as "the commitment of companies to contribute to a sustainable economic development, working with employees, their families, the local community and society as a whole, to improve their quality of life "[17].

Today, the attention paid to Social Responsibility is varied. Despite the existing globalist in which we are, this discipline often is only associated with environmental or human tasks. However, in addition, it must be considered that the interesting groups – stakeholders - occupy a very important position. And these groups, classified into three levels, are the ones the Facilities Manager should consider when managing properties.

- Shareholders and business owners: relationship economic.
- Internal and external users of these companies: relationship bond contract.
- Neighbors, authorities: relationship non-contractual bond.



Figure 3. ISO 26000. The seven core subjects of social responsibility.  
Source: [http://www.iso.org/iso/sr\\_7\\_core\\_subjects.pdf](http://www.iso.org/iso/sr_7_core_subjects.pdf)

In contrast to the discipline of Facility Management, there are many rules that have been created from the various associations defending the values of Social Responsibility. We emphasize the ISO 26000 for it's an international character and others such as UNE 165010 EX, SSG 21, etc. Also we highlight institutional initiatives such as Social Accountability 8000 (1996), Global Reporting Initiative 1997, United Nations World Pact (2000).

#### V. CONCLUSIONS

The current crisis makes the Facilities Manager profession a worthwhile task. This is the only figure that can achieve savings in a company, maintaining the strategy of the company/city under responsible criteria.

The culture of Facility Management has to be enforced and shown to people. The need for this profession to demonstrate the added value produced in their companies/cities. In recent years some sectors –marketing, technologies -, have adapted their businesses and their spaces to current needs with responsible criteria. However, there still are many other areas where concepts such as physical presence in the workplace, the permanence of space, among others remain.

The Facilities Manager is habituated to manage change. However, there is great resistance to implement many of the concepts it provides. All this caused by the absence of experience and the belief of the loss of control of the business.

New technologies, which are example of innovation-, have provided many new solutions for companies, their users their and processes. The Facilities Manager implements these new technologies adapting them to the real needs of each company obtaining perfectly measurable savings and improvements.

The work of the FM in a building includes many areas and competencies. However, it is the one that is developed through the work of people where you should put special interest.

If the team performs its duties under a good working environment, under responsible management, such work will be greatly improved.

Nowadays technology is making a before and an after in the development of the work. Its application greatly enhances the service. However, the relationship between people depends on people themselves.

We need professionals working with teams of people responsible criteria used in their management. And this, the FM is who better develop this skill.

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